

Impact of Customer Relationship and Enhanced Customer Perception on Customer Satisfaction: A empirical evidence of Service Industry in Pakistan

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Abstract:

The theme behind this research paper was to enlighten the devastating condition of service industry in Pakistan. The purpose of this study to assess the outcomes and results for satisfaction of customer and also improving the employees relationship techniques. This research is based on quantitative approach having a positive philosophy. This research paper has used the questionnaire technique to collect data and questionnaire is medium of communication. The target sector in this research is hotel industry. Data is collected from different hotels. This research paper has consider all the service provider industry of Islamabad and Rawalpindi and after words the sample is taken accordingly and respectively. the study has used the convenience sampling method for data collection. the samples are employees and customer which are linked with service industry and Sample size taken is 240. Results have highlight the positive and significant relationship between the customer relationship management and customer satisfaction. Analysis of results also revels the positive relationship between enhanced customer perfection and job satisfaction. This study owns a great significance in regard of service provider sector and also this study can be implemented in different sectors.

Keywords: customer satisfaction, Hotel industry, customer relationship management, enchased customer perectption.

1. Introduction

Service recovery plays vital role to convert an unsatisfied customer into satisfied or sometimes in loyal customers. Management should not consider it cost they should consider it an investment that will help them in future to satisfy their customers. Today's world is focusing on to delight the customers rather than satisfy customers. To attract customers and retain them is very difficult task. Firms are trying to retain their customers instead of losing them and attracting new customers. A lot of cost is attached with it in the form of advertising to attract new customers. For the hotels attracting new clientele is expensive than that of holding the existing ones, such that making them loyal. (Tong, Kam-Sing, & Pui-Hing, 2012)

Service recovery has negative or positive impact on customers. Service recovery influences customers' attitude, perception and behavior towards that hotel. To study impact of service recovery on customers' satisfaction is an area of prime interest of researchers now-a-days. Many researchers are studying this impact but in different environments and in different industries. Mostly researchers are studying this relationship in banking and telecom sectors. However this relationship has not been studied in context of Private firms at large especially in hotel industry. (Andreassen, 2000)

In Pakistan, hotels are facing intense competition and have to continuously improve to ensure successful survival in market. They have to keep abreast and adapt to the changing environment rapidly. These hotels need to provide a quality in services to their customers, if partially void then it will cultivate negative outcomes such as less customer's retention and reduce the rate of profit of firm. Failure in services negatively influences the behavior of customers. Some customers become more satisfied after service recovery, but some customers don't bother it. (Sharma, Medury, & Gupta, 2011)

For the customers the level of satisfaction decreases if he or she had experienced the failure of services promised and they switch towards other service providers in the industry because of failure and cold response from employees. Firms then need to attract new customers which is costly, even recovery itself has some cost attached with it. (Irfan, 2006)

Customers are the basic part of any business especially loyal customers. Every firm wants to get a competitive advantage over competitors. A large number of loyal clientele is sustainable competitive advantage for all service providers. To convert profitable customers into loyal customer by offering customized or personalized services is very important. Long term relationship with profitable customers accounts a lot for

firm's success in future. (Tong, et al, 2012).

When service providers understand the importance of customers and consider them as valuable assets, every firm will focus on customer satisfaction. Firms are relying on service recovery systems to enhance customer's perception towards themselves. Recovery system is very useful tool to gain customer's trust and spread positive word of mouth. (Swanson & Kelley, 2011).

CRM: A management philosophy, according to the statement does not describe the needs of customers, and hope that through recognition and satisfaction, the company's objectives can be best achieved. It describes the strategy that a company uses to handle customer interactions.

CRM: "It is to increase the relationships with the clients and tend to increase their loyalty, either through the special offers or through the data available with the service providers regarding the customer". (Dimitriadis, 2011)

Enhanced customer perception: A concept of marketing that contains a company or its products to position customers under the impression of consciousness and / or awareness.

Enhanced Customer perception in are the products or services which are offered by the firms in such a way that they go beyond the imaginations of the individuals or customers". (Shaham et al, 2012)

"Enhanced customer perception is defined as customer's enthusiasm through which they act as the good word of mouth and show their ultimate intention to utilize those services again". (OK, 2004)

Customer Satisfaction/Dissatisfaction: Customer satisfaction/dissatisfaction is the pleasure/displeasure emotional state resulting from the consumption-related adequate fulfillment/under fulfillment" (OK, 2004)

1.2 Problem Statement

The failure rate has been increased in the present era and has gained the devastating condition for the hostel industry in Pakistan . there is the imperative need to examine the cause and explore the effective dimensions of variables in the field which improve the customer satisfaction level.

1.3 Objectives of the Study

The objective of this research paper is formulate a clear picture about the customer relationship management and enhanced customer perception and their effect on customer satisfaction

1. To highlight the effect of customer relationship management on customer satisfaction
2. To study the significant relationship between the enhanced customer perception and customer satisfaction.

1.4 Research Questions

1. What are essential dimensions of customer relationship management and customer satisfaction?
2. What is the impact of enhanced customer perception on customer satisfaction?

1.5 Significance of the Study

In the present condition the hotel industry in Pakistan has been in state on devastation ,where the rate of failure has been increased in the last span of time and no light of hope and improvement is visible. The theme behind this study is to find out and highlight the relationship between customer relationship management and enhanced customer perception with customer satisfaction. The aim behind conducting this study is give and dig out the solution which will enhance and boost up the current condition of hotel industry of Pakistan. With the help this research the we can able to understand the clear picture of failure and able to rectify it accordingly .

2. literature Review

Customer Relationship Management

CRM has evolved as a philosophical term in the management sciences field, where organizations concentrate their activities around the customer. It has emerged as a strategy for employees to understand and retain long-term and profitable customers. The purpose of which is to give value to customers. (Lo, Stalcup, & Lee, 2010)

Customer relationship management has produced a extraordinary curiosity between the scholars and the management experts and practitioners, so it has become an emerging discipline. CRM is a unique combination of customer orientation marketing concepts, marketing building the relationships and the MIS. It can also be assumed that CRM highlights structure about lucrative customer relationships through conveying higher clientele worth and agreement. (Robinson Jr, Neeley, & Williamson, 2011)

CRM can be related to the formation of intelligent marketing, which organizations uses to target the audience, generate endless relationship with them, and interacts with the clients in a more decent and effective manner. CRM can provide huge mix of customer information that gives authoritative workers a bridge in managing out service recovery activities. CRM requires technical as well as HR element that can help firm in achieving greater competencies by getting and effectively utilizing data through customer feedback mechanism. (Robinson at al , 2011)

Service recovery program is considered as one of the CRM practices, as it gives value to the customer. It turns customer's dissatisfaction into satisfaction. Service recovery is most important CRM task that provides

an opportunity to the firm in improving its services. A well designed service recovery program has good complaint handling system. Complaints help firm in gathering information that can be used throughout the organization for product modification, service enhancements, and preventive measures. Employees should be encouraged for not to step back until every complaint is resolved that ensure satisfactory resolution. (Lo, et al , 2010).

Enhanced Customer Perception

Customer perception is developed on the degree to which customer's preference is kept in view when delivering services. If firm meets customer's preference in service delivery then it may get positive reactions from the customers as speakers for the service providers and enhance the next time service utilization decisions. Firms should realize what customer preference is, rather than offering them the favor of own choice or focusing upon doing things as per the organizations will, as a response to the error first caused by the organization. This requires that such workers must be provided with enough training and reminders so that they find out customer's expectations from the recovery. (Nguyen, McColl-Kennedy, & Dagger, 2012)

Customer perception is very much influenced by service recovery design. A good service recovery delivered to the customers can significantly enhance customer's perception of quality product and services. If customers develop positive perception about the firm and its products and services then it can build up not only their loyalty and satisfaction for the brand, but it can also improve the financial position of the business. Such perceptions can build strong image for the business in the market. (Seawright, DeTienne, Bernhisel, & Larson, 2008)

Sometimes it may also happen that service recovery is not proved effective, such recovery effort can result into the customer's negative feelings due to failure in recovery. This may result into high defection rate, and spread of negative word of mouth. (Komunda & Osarenkhoe, 2012)

Similar article about the perception about the justice with the customers in cross-cultural scenario has been demonstrated by Ennew & Schoefer (2001) who worked in the hotels & resorts based environments. The purpose was to study the strategies through which they should handle the customer's queries, and provide them the solution accordingly along with an apologetic letter note so that the results are more feasible for the organizations and they are able to retain their valued clients.

Customer satisfaction

The purpose of service recovery is to make customers satisfied despite service failures and to maintain and if possible improve the long term relationship - to keep customers as well as long term profitability instead of creating short term cost saving".

Service recovery is important to satisfy customers. Satisfied customers are integral part of a firm's growth. A firm cannot grow for long time without loyal customer. (Nilsson & Sandberg, 2010)

If service Recovery exceeds expectations of customers then customers notice it and become satisfied otherwise not. Customers who are satisfied with recovery become loyal and speak positive things about firm. They also refer it to their friends and family. Repurchase of customers is strongly influenced by positive WOM. Timely response also effect customer's perception about firm and quality of service. (Michel, , 2002)

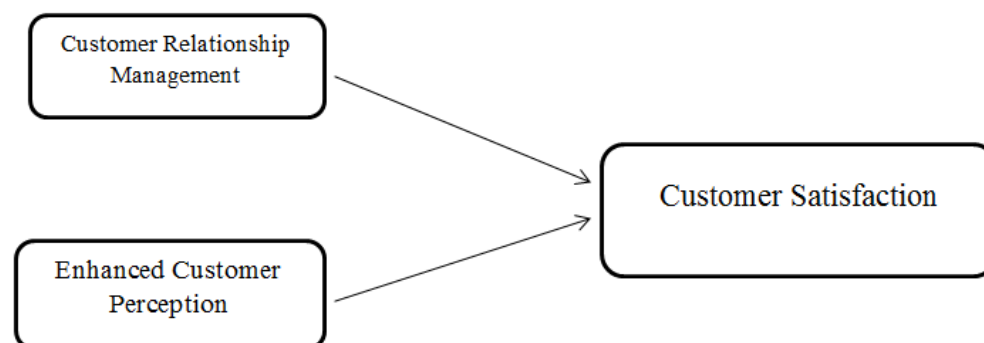
WOM is used as marketing tool and result in customer satisfaction and loyalty. It is a free marketing tool and influence customers better than other tools. Customers are very powerfully influenced by WOM. Satisfied customers always say positive things about firm.WOM is very important for a firm's reputation. It can create or destroy a firm's reputation. (Wahab & Norizan, 2012)

A good service recovery positively influences customer's perception and behavior. It creates loyalty, trust and satisfaction among customers. These customers choose that firm in future and recommend it to others as well. (DeWitt, Nguyen, & Marshall, 2008).

Theoretical framework :

Independent Variables

Dependent Variable



Research Design

This research is based on quantitative approach having a positive philosophy . this research paper has used the questionnaire technique to collect data and questionnaire is medium of communication.

Future more this research has used 5point likert Scale to measure the results , the range start from 1 ,strongly agree to 5 strongly disagree.

The target sector in this research is hotel industry. Data is collected from different hotels. Therefore our target population comprises of almost all hotels located in Rawalpindi/ Islamabad.

Population of the study

This research paper has consider all the service provider industry of Islamabad and Rawalpindi and after words the sample is taken accordingly and respectively .

Sampling techniques

This research has used the convenience sampling method for data collection . the samples are employees and customer which are linked with service industry.

Convenience sampling has been employed as the sampling strategy for this study. The samples of customers were collected for the study.

Instrument selection

This study has been carried out by using likert 5 points scale (ranging from 1, strongly disagree to 5, strongly agree). Customer satisfaction is dependent variable. The scale for customer satisfaction has been adapted from (ajjad-ul-Aziz; Ah-Keng Kau and Elizabeth Wan-Yiun Loh). The customer relationship management and enhance customer perception instrument are taken from the system recovery dimensions from (Davoud Nikbin, Ishak Ismail: Yaj Medury and Aayushi Gupta and Mohammad Jalalkamali) .the questionnaire have been taken under the poliot test for better reliability and validity.

Hypothesis:

1. H1: Enhanced customer perception positively influence customer satisfaction.
2. H2: CRM positively influence customer satisfaction.

Pilot testing of instrument:

After adapting the tool, pilot testing was done. This was done to determine if the scale is valid and reliable. The instrument was distributed among customers of hotel sector. The questionnaires were filled by those customers, their responses were collected and reliability tests were run. The value of Cronbach α helps measure scale reliability. A value greater than 0.6 indicates that the scale used is reliable.

Reliability Test

Variables	Cronbach's α	Items
Crm	.718	6
Enhanced customer perception	.618	7
Customer satisfaction	.572	6

Data Analysis and Findings:

Researchers applied multiples tests to support their research and evaluate the model. Prior than that, researchers conducted analysis of the scale which they took for this research. Besides this researchers measured the correlations of all the items of the scale.

Table

1. Reliability Test

Variables	Items	Cronbach α
Crm	3	.819
Enhanced customer perception	4	.842
Customer satisfaction	5	.725

Demographic Analysis

The 123 respondents of our population are male which is 57.2% of the whole population is and the 92 respondents of our population are females which are 42.8% of the whole population.

32 respondents lie in the age category of 15-25 years which are 14.9% of the total population and 109 respondents lie in the age category of 26-35 years which are 50.7% of the whole population. 52 respondents lie in the age category of 36-45 years which are 24.2% of the total population. 16 respondents lie in the age category of 46-55 years which are 7.4% of the total population. 6 respondents lie in the category of 56 and above which are 2.8%.

35 respondents lie in the income category of 0-10000 which is 16.3% of the total population. 74 respondents lie in the income category of 11000-20000 which are 34.4% of the total population.53 respondents lie in the income category of 21000-30000 which are 24.7% of the total population. 27 respondents lie in the

income category of 31000-40000 which are 12.6 % of the total population and 26 respondents lie in the income category of above 41000 which are 12.1% of the total population,

Table:

Demographics

Demographics		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	123	57.2	57.2	57.2
	Female	92	42.8	42.8	100.0
Age	15-25	32	14.9	14.9	14.9
	26-35	109	50.7	50.7	65.6
	36-45	52	24.2	24.2	89.8
	46-55	16	7.4	7.4	97.2
	56 and above	6	2.8	2.8	100.0
Education	Matriculation	6	2.8	2.8	2.8
	Intermediate	72	33.5	33.5	36.3
	Bachelor	91	42.3	42.3	78.6
	Master	31	14.4	14.4	93.0
	Other	15	7.0	7.0	100.0
Income	0 – 10000	35	16.3	16.3	16.3
	11000-20000	74	34.4	34.4	50.7
	21000-30000	53	24.7	24.7	75.3
	31000-40000	27	12.6	12.6	87.9
	Above 41000	26	12.1	12.1	100.0
Employment Status	Employed	111	51.6	51.6	51.6
	self-employed	73	34.0	34.0	85.6
	Unemployed	17	7.9	7.9	93.5
	student/pupil	14	6.5	6.5	100.0

Descriptive Statistics:

Descriptive Statistics										
		N	Min	Max	Mean	Std. Deviation	Skewness		Kurtosis	
		Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
CRM	Customer Perception	215	1.00	5.00	3.8496	.80794	-1.247	.166	1.602	.330
Enhanced		215	1.00	5.00	3.7814	.89122	-1.327	.166	1.387	.330
Customer Satisfaction		215	1.00	5.00	3.5870	.72229	-.816	.166	.753	.330
Valid N (listwise)		215								

In table of descriptive statistics is used to check the normality of the data. The bench mark for the normality is that if the value from skewness lies between (+1 to -1) data will be normal. If the values from kurtosis are (+ ve) positive the data will be normal. Descriptive statistics is also telling the standard deviation, mean, minimum and maximum values. The values of skewness lying between -1 to +1 range for majority of the variables shows that data is partially normal. The 3 values in kurtosis are positive so the data is normal.

Correlations:

Correlations		Recovery System	CRM	Enhanced Customer Perception	Cross Selling	Empowerment	Customer Satisfaction
CRM		.258**	1				
Enhanced Customer Perception		.272**	.694**	1			
Customer Satisfaction		.322**	.498**	.609**	.311**	.393**	1

**Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed)

Above Table represents correlation coefficients for different variables of our model. The values in the above mentioned table reflect that correlation exists between IVs and DV's. The variables including recovery system, CRM, cross-selling and Enhanced customer perception are positively correlated to customer satisfaction ($r = .322^{**}, .498^{**}, .609^{**}, .311^{**}, .393^{**}$ respectively and $p < 0.01$). Hence as per the researcher's conclusions, above correlations are statistically significant at less than 0.01 level of significance. All the Values are less than (0.9) that mean that there is no problem of multi-co-linearity and the data is reliable.

Coefficients:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.299	.213		6.089	.000		
CRM	.113	.067	.126	1.695	.092	.511	1.957
Enhanced Customer Perception	.392	.062	.483	6.311	.000	.483	2.070

a. Dependent Variable: Customer Satisfaction

$R = .637$, $R\text{ Square} = .406$, $Adjusted\ R\ Square = .394$, $F = 35.810$ ($P < 0.05$)

Table shows the regression analysis in which R, the level of correlation, in our case is .637 which indicates that the service recovery (CRM, , and enhanced customer perception is 63.7% correlated to customer satisfaction.

The value of R^2 explains how much variation in customer satisfaction is being brought by the service recovery (CRM, and enhanced customer perception) for the sample size. Coefficient of determination's value ($R\text{ Square}$) is .406, which indicates that 40.6 percent variation in customer satisfaction is explained by the variations in service recovery (CRM, enhanced customer perception). Whereas the adjusted R^2 is the R^2 adjusted for the population and its value is .394. It shows the variation in the customer satisfaction for population i.e. 39.4%.

H1: Enhanced customer perception positively influenced customer satisfaction. (Accepted)

Therefore we accept hypothesis there is positive relationship between Enhanced customer perception and customer satisfaction as $p < 0.05$. This test shows that the coefficients of the predictor are statistically significant at less than five percent level of significance. Value of T is 6.311 which is greater than 2 and sig. is .000 which is less than 0.05. The result of this study is supported by the study of (Seawright, DeTienne, Bernhisel, & Larson, 2008)

H2: CRM positively influenced customer satisfaction. (Rejected)

Therefore we reject hypothesis there is no positive relationship between cross selling and customer satisfaction as $p > 0.05$. This test shows that the coefficients of the predictor are statistically insignificant at more than five percent level of significance. Value of T is 1.695 which is less than 2 and sig. is .092 which is more than 0.05. This result is not supported by previous studies

Group Statistics

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Customer Satisfaction	Male	123	3.7789	.62296	.05617
	Female	92	3.3304	.76829	.08010

The above table is showing the different groups of customer satisfaction and their results which are carried out through avova

Table 11

Independent Sample Test

Independent Samples Test										
	Levene's Test for Equality of Variances	F	Sig.	T	Df	Sig. (2-tailed)	Mean Diff	Std. Error Diff	95% Confidence Interval of the Difference	
									Lower	Upper
Customer a satisfaction	Equal variances assumed	9.975	.002	4.723	213	.000	.44843	.09495	.26127	.63558
	Equal variances not assumed			4.584	171.559	.000	.44843	.09783	.25532	.64154

From table 10 since the significance value in the Levene's test is less than $p < 0.05$ it means there is difference between male and female regarding satisfaction. Levene's Test for Equality of Variances is showing that sig. is < 0.05 it means variance is not equal. Whereas the sig. (2-tailed) of *second row* is < 0.05 which leads to the statement that there is a significant difference

Table ANOVA

ANOVA					
Customer satisfaction					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	28.988	3	9.663	29.562	.000
Within Groups	68.968	211	.327		
Total	97.955	214			

The above table shows whether we have statistically significant difference between our groups as far as customer satisfaction concern or not. $F(3,211) = 29.562$, $p < .01$, it means impact of customer satisfaction significantly differed in four employment groups

Discussion

The present research has carried out the impact of customer relationship management and Enhanced customer perception on customer satisfaction. All the variables which are independent are not ever explained and examine together and analyzed in the previous researchers but from the literature there are some researchers which has done the work on combination of couples of variables in different conditions and has taken different population for that. This study has been carried out aiming towards the service industry of Pakistan and implements the model in two cities of Pakistan which is Islamabad and Rawalpindi. Through the results of this research, various significant finding has popped up, showing the strong relationship between customer relationship management and customer satisfaction. The results of this study reveals that there is a positive relationship exists between enhanced customer perception and customer satisfaction. Another aspect of the result from this study has examined that there is significant relationship between the customer relationship management and customer satisfaction. From the research result and the relationship between variables this study has concluded that the if the customer relationship management is effective and increased from the company then the effect and impact will be clearly seen in graph of customer satisfaction and same is the case with enhanced customer perception with customer satisfaction.

Limitations

During conducting this study there were some limitations which the research has faced . one of the limitation is the less time spam availability and the participants were located far away from each other , so reaching them was always the issue and then their availability increased the limitations. The researcher has explained why we are carrying out the research, how their responses will help us with our study and we have also ensured them that the confidentiality of their responses will be maintained. In addition to this, our sample size is also a limitation because the sample size that we have considered may not be large enough to make generalizable conclusion. This study is conducted only in two cities and in one industry.

Conclusion and Recommendations

By managing the customers effectively and encouraging a healthy, interactive environment, the failure outcomes can be controlled. This may lead to an enhancement of the desired outputs like customer satisfaction (trust, loyalty, positive word of mouth and repurchase intention) in this study and a reduction in undesired outcomes such as service failures and customer dissatisfaction (negative word of mouth and switching of customers towards other brands or competitors). It is crucial for organizations to realize that they need to create win-win situations for their customers and for themselves because stakeholder satisfaction is of utmost importance. Satisfied, committed and happy employees will be more productive and help their respective organizations excel in the market.

The model may include any other moderator and mediator (magnitude of failure, customer disconfirmation, type of failure, role of anger, pre and post effect of service recovery). Data gathering techniques can also be changed. Research can be conducted in different cultures and environment. Other dimensions of service recovery can be study to get a broader view of this issue. Researchers should increase the sample size so that it becomes easier to generalize the data. Researchers should also collect data from different cities not only from two cities.

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